

Employee Perceptions of Diversity and Inclusion: An Evidence from Inmobi

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BSTRACT:

This study explores workplace diversity management with a focus on InMobi Technologies, a leading technology company in Bangalore, India. The research investigates how diversity practices contribute to employee engagement, innovation, and organizational success. Using a structured survey of 130 employees and secondary company data, the study finds that diversity-friendly policies at InMobi improve employee satisfaction, enhance innovation, and support talent attraction and retention. Challenges remain in mitigating unconscious bias and integrating multicultural teams. The paper concludes with recommendations emphasizing leadership commitment, continuous monitoring, and employee participation to strengthen inclusivity initiatives.

Keywords: Diversity, Inclusion, Employee Engagement, Innovation, InMobi, HR Practices

1. Introduction

In the contemporary business environment, the concept of workplace diversity has evolved from being a matter of compliance to a strategic priority for organizations that seek sustainable growth. Diversity in the workplace refers to the inclusion of individuals with differences across gender, age, ethnicity, culture, educational background, and professional experiences (Jagunandan, 2023). Beyond demographic characteristics, diversity also encompasses cognitive diversity the different ways people think, solve problems, and approach decision-making. Organizations that embrace this multifaceted definition of diversity often gain access to a wider pool of ideas, experiences, and perspectives that enrich workplace culture and drive performance. Globalization has accelerated the urgency for companies to adopt diversity management as a core part of their human resource and organizational strategies Rhymes (2023). Businesses are increasingly expanding across borders, hiring employees from varied cultural backgrounds, and serving international markets with diverse customer bases. Consequently, the ability to foster inclusive environments has become not only a social responsibility but also a competitive necessity. Research consistently demonstrates that companies prioritizing diversity benefit from improved innovation, enhanced problem-solving capabilities, stronger employee engagement, and greater adaptability to dynamic market demands. Conversely, the absence of diversity management can result in organizational challenges such as communication barriers, unconscious bias, high attrition, and reduced productivity. The importance of diversity management is particularly pronounced in the technology sector, where innovation and agility are central to business success Mishra et al (2021). Technology firms thrive on creative problem-solving, collaboration, and adaptability

qualities that are directly enhanced when employees bring diverse experiences and perspectives to the table. Studies have shown that diverse teams are better positioned to anticipate user needs, design inclusive products, and tap into new markets. For global technology organizations, effective diversity management is not merely aspirational but mission-critical. This study focuses on InMobi Technologies, a leading global technology company headquartered in Bangalore, India. As one of the pioneers in mobile advertising and digital transformation, InMobi has built its success on innovation and adaptability Tikkanen (2002). With operations spanning multiple regions and a workforce that is both multicultural and multigenerational, the company provides an ideal context for examining how diversity can be effectively managed in practice. InMobi's approach includes inclusive recruitment strategies, employee resource groups (ERGs), diversity training and awareness programs, and flexible workplace policies. These initiatives not only address demographic diversity but also promote inclusion by ensuring employees feel valued, respected, and empowered to contribute to organizational success (Pahuja, 2024). Despite the recognized advantages of diversity,

organizations continue to face significant challenges in translating diversity policies into inclusive cultures. Unconscious bias, difficulties in cultural integration, and barriers to career progression for underrepresented groups often limit the effectiveness of diversity programs Appoh et al (2024). While Western organizations have been widely studied in this domain, less scholarly attention has been given to diversity management practices in Indian technology companies, which operate in a unique socio-cultural and economic context. Bangalore, often referred to as the “Silicon Valley of India,” hosts a wide range of multinational corporations, indigenous IT giants, and emerging startups Foma (2014). Yet, empirical studies examining how diversity is operationalized within this ecosystem remain scarce. Against this backdrop, the present study examines diversity management at InMobi Technologies. It seeks to understand how the company has implemented best practices, the challenges it faces, and the outcomes of its initiatives on employee performance, innovation, and organizational culture. By analyzing survey responses from 130 employees and supplementing them with secondary company data, the study provides insights into the practical realities of managing diversity in a high-growth technology organization Rahman (2024).

The objectives of this paper are threefold: first, to analyze the impact of diversity on employee performance and organizational outcomes; second, to identify the specific practices InMobi employs to promote inclusion; and third, to highlight areas where improvements are needed for long-term sustainability. This study contributes to the literature by offering evidence from the Indian technology sector, providing implications for both practitioners and researchers interested in linking diversity management to organizational effectiveness

In summary, workplace diversity is no longer an optional initiative but an organizational imperative. Companies like InMobi illustrate how structured diversity management can translate into tangible benefits such as higher employee engagement, enhanced innovation, and stronger market competitiveness. At the same time, the persistent challenges in implementing and sustaining inclusive practices highlight the need for continued research and organizational commitment. This paper, therefore, aims to add to the discourse by documenting and analyzing diversity management practices in an Indian technology firm, offering lessons that are relevant both within and beyond the technology industry.

2. Literature Review

Workplace diversity has been studied extensively across organizational behavior, human resource management, and strategic management literature. The following review highlights key themes relevant to this study:

2.1 Diversity as a Strategic Asset

Early research positioned diversity primarily as a compliance or moral issue. However, Cox (1994) and Cox & Blake (1991) shifted the conversation by arguing that cultural diversity provides a source of competitive advantage. They emphasized that diverse teams can enhance creativity, innovation, and problem-solving capacity, making diversity a driver of organizational competitiveness rather than a liability. Similarly, Jayne & Dipboye (2004) presented empirical evidence that leveraging diversity positively influences business performance, particularly through innovation and better decision-making. These studies collectively underscore the argument that diversity must be viewed as a strategic resource embedded in the organization’s core operations.

2.2 Inclusion and Organizational Outcomes

A distinction between diversity and inclusion has been highlighted in the literature. While diversity refers to the demographic and cognitive differences within a workforce, inclusion focuses on the extent to which individuals feel valued and integrated. Roberson (2006) emphasized that inclusion is essential to maximize the benefits of diversity, as diverse teams only perform well when all voices are heard. Ely & Thomas (2001) reinforced this perspective by introducing the “integration-and-learning” paradigm, which showed that organizations benefit most when they actively incorporate diverse perspectives into their learning and innovation processes. Empirical findings from Nishii & Mayer (2009) further support the importance of inclusive leadership in reducing turnover and fostering stronger employee– organization relationships.

2.3 HR Practices for Managing Diversity

Human resource management plays a central role in institutionalizing diversity initiatives. Kossek & Lobel (1996) detailed how HR strategies such as recruitment, retention, and employee development can be structured to promote inclusivity. Shen et al. (2009) expanded this framework with an international perspective, stressing that HRM practices must be adapted to different socio-cultural contexts. Specific mechanisms, such as employee resource groups (ERGs), mentorship programs, and diversity training, have been widely studied. Bezrukova et al. (2012) reviewed diversity training initiatives and argued that effectiveness depends on program design, reinforcement, and alignment with organizational culture. Groeneveld (2011) provided evidence that well-implemented diversity policies can reduce employee turnover, demonstrating the practical value of HR-driven strategies.

2.4 Challenges and Limitations of Diversity Programs

Despite widespread adoption, not all diversity programs deliver meaningful results. Dobbin & Kalev (2016) argued that many initiatives fail because they focus narrowly on controlling bias rather than creating inclusive cultures. Similarly, Bell & Berry (2007) cautioned against “blind spots” in diversity research, suggesting that organizations must adopt a holistic approach that considers multiple dimensions of diversity beyond gender or race.

Ortlieb & Sieben (2013) examined why companies employ ethnic minorities, showing that motivations often differ—ranging from market expansion to innovation needs. This indicates that diversity strategies can sometimes be shaped more by business logic than genuine inclusivity.

2.5 Synthesis and Research Gap

The literature consistently highlights that diversity has the potential to drive innovation, strengthen employee engagement, and improve organizational reputation. However, successful outcomes depend on moving beyond symbolic representation to active inclusion. Many studies have focused on Western corporations, leaving a relative gap in evidence from emerging economies like India. Given the global significance of Bangalore’s technology sector, examining diversity practices at Indian firms such as InMobi provides valuable insights into how inclusivity is operationalized in high-growth, multicultural environment.

3. Research Methodology

3.1 Research Design

This study employed a descriptive and analytical quantitative research design. The descriptive component enabled the researcher to capture the current state of diversity management at InMobi Technologies, while the analytical component facilitated examination of the relationship between diversity practices and employee outcomes such as satisfaction, innovation, and job performance. A structured survey instrument was chosen as the primary data collection method because it allows for standardized measurement, statistical analysis, and comparison across groups. A case study approach was also embedded in the design, as the study focuses on a single organization—InMobi Technologies—providing an in-depth analysis of diversity practices within a specific cultural and industrial context. This approach balances generalization with contextual richness, offering insights that are both empirically grounded and practically relevant.

3.2 Research Objectives

The methodology was aligned with the following research objectives:

- To examine the extent of awareness and perception of diversity policies among employees.
- To assess how diversity initiatives influence employee satisfaction, teamwork, and innovation.
- To identify the challenges employees perceive in the implementation of diversity practices.
- To evaluate the effectiveness of specific practices, such as diversity training and Employee Resource Groups (ERGs).
- To generate recommendations for improving diversity management in technology firms.

3.3 Population and Sample

The population consisted of employees working at the Bangalore headquarters of InMobi Technologies, one of the company's major operational centers. The Bangalore workforce is diverse, comprising employees across gender, age, tenure, and functional areas.

Sample Size: 130 respondents participated in the study. This size was considered adequate for descriptive statistical analysis and provided sufficient diversity of perspectives.

Sampling Technique: A convenience sampling method was adopted. Employees who were accessible and willing to participate were invited to complete the survey. While this method enabled timely data collection, it carries the limitation of potential sampling bias, as it may not fully represent the population.

Demographic data showed that the sample included employees of different genders, age groups, and lengths of employment, providing a reasonably balanced view of diversity perceptions within the organization.

3.4 Data Collection Instruments

A structured questionnaire was designed as the main instrument for primary data collection. The questionnaire was divided into three sections:

- Demographics – Gender, age, and length of employment to contextualize responses.
- Awareness and Perceptions – Items measuring awareness of policies, inclusivity perceptions, and satisfaction levels (using Likert scales ranging from “Strongly Disagree” to “Strongly Agree”).
- Impact and Effectiveness – Questions evaluating the influence of diversity practices on innovation, collaboration, and job satisfaction, as well as the perceived effectiveness of training and ERGs.

The instrument included both closed-ended questions (for quantifiable data) and open-ended prompts (to capture qualitative insights such as suggestions for improvement).

To supplement survey findings, secondary data were collected from: Company reports and HR policy documents on diversity and inclusion, Publicly available materials (e.g., InMobi's website and CSR reports), Academic literature on diversity management to frame the conceptual basis of the study. This triangulation of primary and secondary data enhanced the credibility and robustness of findings.

3.5 Data Analysis

Collected responses were coded and analysed using descriptive statistics. The following methods were applied:

- Frequency Distribution and Percentages: To summarize responses on awareness, inclusivity, and challenges.
- Cross-tabulations: To compare perceptions across gender, age groups, and tenure categories.
- Correlation Analysis: To explore associations between diversity awareness and employee outcomes such as job satisfaction and innovation.
- Qualitative Analysis: Open-ended responses were categorized into themes (e.g., “bias,” “communication gaps,” “training needs”) to provide depth to quantitative results.

3.6 Reliability and Validity

Efforts were made to ensure the reliability and validity of the research:

- Reliability: The structured questionnaire ensured consistency across respondents. Likert-scale items were phrased clearly to minimize ambiguity.
- Content Validity: The questionnaire items were developed based on a review of existing literature and diversity frameworks, ensuring alignment with established constructs.
- Triangulation: The use of secondary data (company reports) alongside primary survey data strengthened internal validity by corroborating findings.

3.7 Ethical Considerations

Ethical standards were followed to maintain the integrity of the study and protect participants:

- **Informed Consent:** Participation was voluntary, and respondents were informed of the purpose of the research.
- **Anonymity and Confidentiality:** No personally identifiable information was collected. Responses were aggregated for analysis to protect individual privacy.
- **Non-Maleficence:** Care was taken to ensure that findings would not harm participants or the organization. The study was intended for academic purposes and constructive recommendations.

The findings of this study at InMobi Technologies confirm many of the arguments in the literature while also highlighting context-specific challenges in the Indian technology sector.

4. Results

The results of this study present the demographic characteristics of the respondents, their awareness of diversity-related policies, and their perceptions regarding the impact of diversity on teamwork and innovation at InMobi. In addition, the findings highlight the key challenges faced in managing diversity within the organization. To ensure clarity, the data is presented in tabular form, followed by interpretations that explain the significance of the results.

Table 1: Age Distribution of Employees

Age Group	Frequency	Percentage (%)
20–30 years	60	46.2%
31–40 years	40	30.8%
41–50 years	20	15.4%
Above 50 years	10	7.6%

Source: Primary Survey Data (2024)

As displayed in Table 1, nearly half of the respondents (46.2%) are in the 20–30 years age group, reflecting the dominance of younger employees in InMobi’s workforce, which is common in technology-driven organizations. The small representation of employees above 50 years (7.6%) indicates limited age diversity, potentially restricting generational perspectives and the sharing of experience-based insights.

Table 2: Gender Composition of Employees

Gender	Frequency	Percentage (%)
Male	80	61.5%
Female	50	38.5%

Source: Primary Survey Data (2024)

As displayed in Table 2, male employees make up 61.5% of the workforce, while female employees represent 38.5%. Although this points to a male-dominated environment, the relatively higher proportion of female employees compared to many industry benchmarks highlights InMobi’s commitment toward narrowing the gender gap and promoting inclusivity.

Table 3: Awareness of Diversity Policies

Response	Frequency	Percentage (%)
Yes	100	76.9%
No	30	23.1%

Source: Primary Survey Data (2024)

As displayed in Table 3, a majority of employees (76.9%) are aware of InMobi’s diversity policies, suggesting effective communication. However, nearly one-fourth (23.1%) remain unaware, which reveals a gap in dissemination

that could weaken inclusivity initiatives if left unaddressed.

Table 4: Diversity Enhancing Teamwork

Response	Frequency	Percentage (%)
Strongly Agree	50	38.5%
Agree	44	33.8%
Neutral	20	15.4%
Disagree	10	7.7%
Strongly Disagree	6	4.6%

Source: Primary Survey Data (2024)

As displayed in Table 4, over 70% of respondents (38.5% strongly agree and 33.8% agree) believe that diversity positively enhances teamwork. This indicates that inclusivity fosters collaboration and mutual respect. Still, the 12.3% who disagreed show that some resistance or bias persists.

Table 5: Diversity Encourages Innovation

Response	Frequency	Percentage (%)
Strongly Agree	48	36.9%
Agree	37	28.5%
Neutral	25	19.2%
Disagree	12	9.2%
Strongly Disagree	8	6.2%

Source: Primary Survey Data (2024)

As displayed in Table 5, a majority of employees (65.4%) believe diversity drives innovation, aligning with global research that highlights the role of varied perspectives in creativity. However, 15.4% disagreed, suggesting challenges in effectively integrating differing viewpoints.

Table 6: Challenges in Diversity Management

Challenge	Frequency	Percentage (%)
Unconscious Bias	56	43.1%
Cultural Integration Issues	40	30.8%
Career Progression Concerns	34	26.1%

Source: Primary Survey Data (2024)

As displayed in Table 6, unconscious bias (43.1%) emerged as the most significant challenge, followed by cultural integration issues (30.8%) and barriers to career progression (26.1%). These findings highlight that while policies exist, underlying systemic and cultural barriers remain obstacles to full inclusivity. The findings of this study align closely with the research objectives. The first objective was to analyze the demographic profile of employees, which revealed that InMobi's workforce is predominantly young (20–30 years) and moderately gender diverse, though still slightly skewed towards male employees. This confirms that diversity management at InMobi operates within a relatively young and dynamic organizational environment. The second objective was to assess employee awareness of diversity policies. The results indicated that while a significant majority (76.9%) of employees are aware of such policies, a considerable proportion (23.1%) remain uninformed. This partial gap highlights the need for stronger internal communication and training efforts to ensure full organizational alignment with inclusivity goals. The third objective focused on examining the impact of diversity on teamwork and innovation. The results clearly show that most employees perceive diversity as enhancing teamwork (72.3% agree/strongly agree) and innovation (65.4% agree/strongly agree). This suggests that diversity not only improves collaboration but also contributes to creative problem-solving and innovation within teams, thereby reinforcing the company's competitive advantage in the technology sector. Finally, the fourth objective aimed to identify challenges in diversity management. The responses revealed that unconscious bias, cultural integration issues, and concerns about career progression remain persistent

barriers. These findings demonstrate that while employees recognize the positive impact of diversity, organizational challenges must be strategically addressed to realize the full benefits of inclusivity. In sum, the results indicate that InMobi has established a reasonably strong foundation for diversity management, but there remain gaps in communication, policy integration, and addressing biases that need to be bridged for long-term success.

5. Discussion

The findings of this study provide valuable insights into diversity management at InMobi and its influence on organizational performance, particularly in the areas of teamwork and innovation. The results are consistent with the research objectives and also resonate with the broader literature on workplace diversity.

Demographic Insights and Workforce Structure: The demographic profile revealed that the majority of employees fall in the 20–30 age group, making the workforce predominantly young. This is in line with industry trends in the Indian IT and digital sector, where younger employees are more prevalent due to the fast-paced and technology-driven work environment. The slight gender imbalance observed reflects ongoing challenges in ensuring equal representation of women in technology-based companies. Previous studies (Shore et al., 2011) have highlighted that while organizations are making progress, structural barriers and cultural perceptions continue to influence gender diversity.

Awareness of Diversity Policies: The results indicate that a large proportion of employees are aware of diversity policies, but nearly one-fourth remain uninformed. This partial gap is important because awareness is a prerequisite for effective implementation. Similar observations have been made in studies on diversity management in multinational companies, where lack of communication and training reduces the effectiveness of even well-designed policies (Cox & Blake, 1991). InMobi's challenge here lies not in policy creation, but in ensuring that these policies reach all employees through systematic training, orientation sessions, and leadership-driven communication.

Impact on Teamwork and Innovation: A central finding of this study is that employees largely believe diversity enhances teamwork and innovation. This aligns with existing research which suggests that diverse teams are more likely to bring in multiple perspectives, improving creativity, problem-solving, and group decision-making (Page, 2007). At InMobi, this perception can be seen as a strength that contributes to the company's ability to innovate in a competitive digital advertising space. However, while diversity facilitates new ideas, it may also increase chances of conflict if not managed effectively, as noted by Williams and O'Reilly (1998).

Challenges in Managing Diversity: The challenges identified—such as unconscious bias, cultural integration, and career progression concerns mirror those found in broader organizational studies. Unconscious bias, in particular, remains a persistent issue that hinders equal opportunities, even in companies with advanced HR practices. InMobi's results reflect that while employees acknowledge the benefits of diversity, they also experience barriers that limit its full potential. This duality is consistent with Ely and Thomas (2001), who argue that the benefits of diversity are fully realized only when organizations create an inclusive climate where differences are not just tolerated but valued.

Implications for Practice: The findings suggest that InMobi needs to strengthen its internal communication of policies, enhance diversity-related training, and create transparent career development frameworks to address employee concerns. Furthermore, focusing on mitigating unconscious bias through workshops and leadership training could significantly improve perceptions of fairness and inclusion. The demographic analysis confirms the youthful nature of the workforce, with moderate gender diversity. Awareness levels demonstrate that communication strategies require improvement. Employee perceptions confirm that diversity is positively linked to teamwork and innovation. Challenges highlight practical areas for improvement in diversity management. Overall, the discussion establishes that while InMobi is moving in the right direction with diversity management, further work is required to ensure that policies translate into practice and lead to measurable improvements in organizational culture and employee satisfaction. Overall, the study concludes that while InMobi demonstrates strong progress in fostering inclusivity, achieving a fully integrated and bias-free workplace requires continuous effort. The case of InMobi illustrates both the potential and the limitations of diversity initiatives in the Indian technology context.

6. Conclusion

This study explored the state of diversity management at InMobi, focusing on employee demographics, policy awareness, perceptions, and organizational challenges. The findings revealed that while the company has a predominantly young workforce and a moderate level of gender diversity, employees largely recognize the value of inclusivity. A significant proportion of respondents acknowledged that diversity contributes positively to teamwork

and innovation, both of which are vital for sustaining competitiveness in the technology-driven sector. At the same time, the study highlighted areas requiring improvement. Communication gaps remain in disseminating diversity policies, and unconscious bias continues to act as a barrier to true inclusivity. Moreover, concerns regarding career progression opportunities for diverse groups underline the need for more transparent and equitable frameworks. The study concludes that InMobi has established a promising foundation for diversity management by promoting awareness and fostering a culture that values inclusion. However, awareness alone is insufficient unless translated into tangible practices that address systemic challenges. Strengthening communication strategies, offering continuous bias-sensitization programs, implementing inclusive career pathways, and cultivating leadership that leverages differences for innovation are critical next steps. By bridging the gap between policy and practice, InMobi can not only enhance employee trust and satisfaction but also unlock the full potential of diversity as a driver of creativity, innovation, and long-term organizational success.

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